



**Fort Huachuca  
Outdoor Recreation  
Focus Groups**

**January 2001**

## **Executive Summary**

In January 2001, United States Army Community and Family Support Center (USACFSC) conducted four focus group discussions at Fort Huachuca, Arizona. The primary purpose of this research was to gather customer-centered information from both users and non-users regarding the identification of the needs and desires of the military community. The information gathered from the groups is relevant, however it must be considered that it primarily represents the opinions of users of the program. All 27 respondents were users. Several key issues (not all pertaining to Outdoor Recreation) emerged as a result of conducting this study:

- There is a perceived lack of information about available MWR programs and services at Fort Huachuca.
- There is a concern about the changing of the legal drinking age on post to 21, thus “forcing” soldiers to go off-post to Mexico for alcohol.
- The partnership efforts with the City of Sierra Vista, while possibly cutting costs for the post, are hurting the soldier and his family, i.e. with the pools and the youth sports programs.
- There is a perceived lack of concern for the soldier by senior leadership (command and MWR) on Fort Huachuca.
- The fees charged for the golf course are not reflected in its condition.

## **Recommendations**

Based on the discussions with the participants, recommendations are as follows:

- Identify some potential cross-marketing efforts for programming, specifically with the youth programs to offer programs or special events in areas such as youth golf, youth hiking, and youth shooting safety.
- Work to promote upcoming events in a timelier manner. Participants recommended a variety of methods by which to disseminate information, specifically at inprocessing, utilizing the web page, post newspaper and marquees. See “Sources of Information” section below.
- Work with school leadership to offer more special events/trips and club-type programming (hiking club, biking club, etc.) for the students on post for a short period of time. Programs could also overlap for the permanent party soldiers and their families, as well as civilians.
- Evaluate current rules for biking/jogging on post. Participants identified safety issues with the hunters and bikers and joggers on post. Perhaps better identifying trails for biking/jogging with signs and also more prominently displaying signs indicating the dates of hunting seasons on post would help. A coordinated effort between the ODR staff, the post command and range control is needed to ensure the safety of everyone while participating in these activities.
- Offer customer service training to all MWR employees on post, if not currently being done.

- Review partnership efforts with City of Sierra Vista to be sure they are win-win for both the city and the installation. A public relations campaign may need to address issues participants brought up in these groups. There is a feeling currently that soldiers and their families are getting the short end of the stick.

## **Background**

As a continuation of research started in August 1999, the U.S. Army Community and Family Support Center Outdoor Recreation Program Manager requested research assistance at two more installations. The Outdoor Recreation Program was in need of customer-centered information from both users and non-users regarding the identification of the needs and desires of the military community. As with past research conducted, the information gathered will be used to assist the USACFSC Outdoor Recreation Program Manager in developing programs for the 21<sup>st</sup> century. Information will also be shared with Major Commands and installations to enhance the programs at their levels.

## **Methodology**

In January 2001, the USACFSC marketing research specialist conducted focus groups at two Army installations: Fort Lewis, Washington and Fort Huachuca, Arizona. This continuation of research started in 1999 is to gain a true "Army-wide" perspective regarding the Outdoor Recreation Program. This report describes results from the Fort Huachuca groups only. The focus group discussion guide that was used is at Appendix A.

Qualitative research, of which focus groups are a part, provides a rich source of information in idea generation, clarifying existing theories, creating hypotheses, and giving direction to future research. Although the focus group participants were drawn from the groups in the population from whom we seek answers, there were not chosen on any statistical basis. Therefore, no statistical inferences should be drawn from the results of the discussions held. Several key findings emerged as a result of conducting the focus groups and they follow below. The regional specificity of these groups must be kept in mind while reviewing the findings.

## **General Findings**

### **Participants**

Participants of the four groups conducted at Fort Huachuca were predominantly male, all current users of the Outdoor Recreation programs and services; approximately 48% were currently active duty, 19% retirees, and 33% civilians; and the average length of time at installation varied between groups – 2.5 yrs for the active duty participants, 14 years for the retirees, and 9 years for the civilians.

### **Leisure Time**

Participants seem to spend most of their leisure time doing the following items in rank order: hunting, fishing, golfing, skeet & trap shooting, hiking, going to the gym, swimming, biking, camping, youth sports, softball, bowling, horseback riding, gardening, and specialized woodworking. Respondents varied in the amount of time they spent participating in these activities on and off post. The majority of participation in the above listed events occurred on post.

As is past Outdoor Recreation Program focus groups, the Outdoor Recreation activities could be over-represented since we specifically recruited Outdoor Recreation users for several of the groups. No non-users were present in any of these groups.

### **Quality of Life**

Participants overall felt the quality of life at Fort Huachuca was pretty good, a lot better than other places they'd been. Several respondents were very vocal about the condition of the golf course and issues with the swimming pool, but for the most part they agreed the quality of life was pretty good. Participants rated it at a 6 on a scale of 1 to 10. They did feel, however, it used to be a 10 and has gone down since the 1980s.

Further discussion ensued however, about how that rating varies by the individual. There seemed to be a feeling among several respondents that the Fort Huachuca leadership is trying to please the community of Sierra Vista, rather than that of the military. Another respondent said, "If you're in AIT it's awesome. Other than that you take a 2<sup>nd</sup> seat to everything."

### **Socializing**

Is Fort Huachuca a good place to socialize? The majority of respondents said no. There was quite a bit of discussion about the changing of the drinking age on post and the proximity of the Mexican border. Many respondents felt that by raising the drinking age on post to 21, the leadership was forcing soldiers to seek alcohol elsewhere, and risking drinking and driving. One facility had just been reopened as a non-alcoholic facility – the Ozone. There was quite a bit of confusion as to when it was open and to whom. This is mostly due to the fact that it had just opened the weekend before. The overall opinion was that having a place like the Ozone with big screen TVs, video games, etc. was a good idea, but they didn't feel soldiers would use it due to the lack of alcohol being served there.

One young active duty soldier addressed the changing demographics of incoming soldiers..."The soldiers that are coming into the military now definitely have a different outlook than most sitting here at the table...Generally this post is an isolated area, all they want to do is drink, cruise to Tucson, get into mischief, stuff like that. A lot of them don't focus on the positive stuff like we may see, because we get out and do these types of things. We see it as we've got mountain ranges right here, 15 types of animals to hunt, we've got the biking, good mountain hills and stuff like that. That's where Fort Huachuca gets hurt a lot now with those soldiers, because they just don't focus on those things."

### **Recreation**

When asked if Fort Huachuca was a good place for recreation, answers were very positive, but remember all participants were users of the outdoor recreation facilities. One respondent said, "If you're an outdoorsman, it's unlimited."

According to respondents, Fort Huachuca gets hit with a lot of environmental issues. However, most agreed that the post lead the way..."Environmentally this post does great things." But there was confusion about the difference in rules on and off post regarding the environment. "You mentioned the camping...the rest of the mountains are part of the National Forest which you can go up there and do anything. So why is it different once you come on post?"

We addressed the RV Camp. "I think the RV lot here is a success. It does a good business. The gal that runs it has a good reputation among the RV community, even off post." But others felt the money that went into the RV lot could have been used elsewhere to better serve the soldiers. "Not very many active duty soldiers, which MWR is here to serve, use that RV Park."

### **Sources of information**

When asked if they feel well informed about what goes on in Morale, Welfare and Recreation (MWR) in general, or in the Outdoor Recreation facilities, specifically, the answer from participants was mixed. A few of the participants felt sporting events, specifically the Army Boxing Match, are publicized very well. "...But the Army isn't complaining about their sports activities losing money. They're complaining about the clubs losing money. And if they want to be profitable, they have to advertise."

They did see information listed on the marquees situated around post and felt the post paper did a good job publicizing events. Even though participants felt there was a lot of advertising going on, they didn't feel it was done in a timely manner, particularly in the post newspaper..."When you look at the post newspaper on a Thursday, a lot of times they'll have something in there stating that this is happening tonight, or tomorrow for something else. You might pick it up Tuesday of the next week and see that it was last Thursday."

The participants felt the best way to get the word out about MWR in general would be a variety of methods. Having an MWR representative brief, or provide a packet of information, at inprocessing would be very beneficial. Also, it was recommended to provide Fort Huachuca leadership with e-mail copies of flyers and information about upcoming events. They also recommended utilizing the web page more to publicize events. However, a few participants didn't know there was an MWR web page.

A common problem noted at many installations seems to be lack of information. Whether the information is available or not, there will always be someone who claims he/she doesn't know what's going on. "...If you talk to the people who are here, they cannot tell you what facilities are available. Every time I go to a post, I pick up one of those magazines to see everything that's available. Then when I go to the post, I ask people about them. 90-95% of the time, people don't know what's available. Maybe I'm a kook, but I like shooting, I like golf, I ask about swimming sometimes. It depends on where I am. The majority of people on post don't know what's available. It's like the soldier is just sitting there waiting to be told what's available to him.

### **Specific Outdoor Recreation Findings**

#### **General Comments**

In general, comments were mainly positive about recreation from participants. They agreed Arizona, and Fort Huachuca itself had a lot of potential. Here are a few comments from participants:

"If you're an outdoorsman, it's unlimited."

"We have 340 days of sunshine. It's a great place to do stuff outdoors."

"This is comparable to small town America. There are a lot of things to do. They may not be the things that you want to do, but we have a lot. We have the riding stables, the theater, rodeo arena, bowling alley, rock climbing wall in Barnes Field House, lots of trails to go hiking on, anything of nature is here..."

However, even these users indicated some of the problems, or issues, hindering the program overall. These comments were reiterated in each of the groups, regardless of their status. Here are a few comments:

"I think the key for this place would be to have an enthusiastic person that could put together a team to do outdoor activities, and bring under his wing the youth sports, the gyms and pools and do a really good management. Nothing is managed."

"I came here 5 years ago. Back then I guess this was one of the best courses in the area. Now I think the golf course overall compared to other military golf courses, is one of the worst I've seen. It's a beautiful course. It's just not maintained."

“One problem with Fort Huachuca has always been the location of it and there’s not a lot for soldiers to do which is even more reason to invest heavily in your outdoor rec activities.”

#### **People like to go to the Outdoor Recreation Center....**

When asked if people like to go to the Outdoor Recreation Center, nearly all the respondents agreed. Some qualified their agreement with, “those that go, like it.” Even though respondents agreed people like to go to the Outdoor Recreation Center, some improvements could be made. “No one that comes here would be impressed with our Sportsman’s Center. I’d level the place and start over.” Regarding the golf course – “It’s a beautiful course. It’s just not maintained.”

#### **The Outdoor Recreation Center offers a lot to its Patrons...**

When asked if the Outdoor Recreation Center offers a lot to its patrons, again, respondents unanimously agreed. However, one active duty addressed the differences between the student population and the permanent party – cadre – “I see my soldiers, but I don’t see my cadre. I can remark why my cadre don’t use these services...they just aren’t oriented that way. My cadre will tell you this place sucks and there’s nothing to do. They’ll tell you they have to drive to Tucson for decent shopping. Well none of them want to bike. None want to swim. They aren’t very active and to me that’s their loss. If they want to lead their lives being inactive, then good for them. I asked to come here because of the great outdoors and the facilities I knew were available and the training opportunities.”

#### **The Outdoor Recreation Center is a Place for Hobbies/Skill Development**

Respondents overall really didn’t know about much that was available for hobbies/skill development. They mentioned the auto crafts, ceramic shop and a framing place on post. A few still remembered and missed the woodcraft shop.

#### **The Outdoor Recreation Center is an Important Part of Life...**

When asked if the Outdoor Recreation Center is an important part of life, respondents, again, strongly agreed. “If you’re going to enjoy it here, it better be or you won’t be happy.”

#### **Frequency of Use**

Users were very consistent in their usage patterns. Usage over all was very high. Some respondents golfed 3-4x/week, shoot at least once per month, and others used facilities daily.

### **Classes/Trips**

For the most part, respondents indicated the current classes were sufficient, but said that maybe a safety class should be given to hikers and bikers who use the same areas that hunters do. It was suggested that classes in skill development be offered, i.e. framing, ceramics, SCUBA. It was also suggested that the ODR program begin offering trips, like shopping trips to Tucson, ski trips to nearby places, overnight trips to the Grand Canyon, etc. If these types of classes/trips are currently available, the respondents did not know about them.

Other events suggested were: an all-day hike for kids where you charge \$5 or something, they brown-bag their lunches, and hike into the canyons, look at flowers and trees; offer a youth program in golf, shooting or hiking. Respondents suggested that there might be active duty soldiers and civilians willing to volunteer their time, once a month, for such programs.

### **Facility**

Of the ODR program facilities, the golf course and the Sportsman's Center raised the most discussion. Overall, participants felt these facilities needed improvements. As was mentioned earlier, one respondent addressed the Sportsman's Center and said, "I'd level it and start over." Another problem with the Sportsman's Center mentioned was the location of the paintball set up. Admittedly participants agreed paintball brought in a lot of revenue, but participants felt it looked "like junk" and that it "gives a lot of people who aren't hunters the wrong impression about guns and hunters. They make the association with those kids out there, pointing guns at each other, blasting away with paintballs...they associate that with the behavior and activities and hunters."

### **Other Sportsman's Center issues:**

"The one big problem out there is they don't have a good place to dress your kill...plus the fact they don't have any drainage out there."

"When you look at the shooting facilities off post vs. on post, there is a significant difference. That place, the roof is about to fall off. When I go over there, the targets can barely stand up. You can't really sit down on the benches and aim a rifle from that bench because the size is inappropriate..."

### **Golf Course Discussion:**

Participants in all groups addressed the condition of the golf course. "That golf course right now is in the worst shape. I've been here TDY on numerous occasions...I was here TDY for 4 months. The guy managing the course gave me a special pass, a short-term membership. The course was maintained. It was in great shape. Within the past 2 years, it's pathetic. It's totally pathetic."

"I play a lot of golf off post, because it's embarrassing to try and bring guests on to this post course."



“I’ve got rates right here from other MWR courses throughout the United States. I’ve looked at all services and I cannot find one golf course that is more expensive than this one. I don’t know why that is. If we have the most expensive golf course out there, why is it in the condition it’s in?”

### **Equipment**

Participants overall felt the equipment was in pretty good shape and that the prices were better than those offered “downtown.” One participant even noted that the Wal-Mart downtown rents a grill from MWR Rents each month for their employee party. Respondents noted, however, that some equipment should be rotated out sooner than is currently done, specifically camping equipment. Other problems were noted with the process to rent equipment and they felt it was too cumbersome.

Respondents would like to see the resale inventory at the Sportsman’s Center expanded, but agreed it was currently better than most you’ll find. Others would also like to see the inventory at the Golf Course Pro Shop expanded, too.

### **Staffing**

Staffing issues throughout the four discussions centered on management. “There are too many chiefs and not enough Indians. They need to be able to manage their facilities, and be held accountable, too.” Many respondents felt that senior leadership wasn’t allowing the managers to manage. It was also noted that maintenance staff members, grounds keepers, etc., lower-ranking employees weren’t paid enough to “care” about their job. Respondents felt the lack of customer service provided by a few employees was directly related to their rate of pay. Problems were encountered primarily with the staff at MWR Rents. “7 out of 10 times you walk in the building during the day, you’re by yourself and it’s wide open. You bang on the bell or you call, and it just rings off the hook. It’s atrocious.” But the problem could be due to staffing. “The guy who works here could be outside hooking somebody up to a boat and there’s 10 people in here...he’s by himself.”

Conversely, several respondents complimented the front-line staff at the golf course. Other respondents noted that the lifeguards at the pool didn’t care for the facility properly. “...That’s a training and supervision issue. 99% of this is leadership in my opinion.” “We have managers, not leaders.”

### **Hours of Operation**

Overall, the participants felt the hours of operation for the ODR facilities were adequate. In fact, one respondent noted that the hours of operation at the pool have improved due to MWR’s response to customer complaints. However, another respondent indicated a problem with the lap hours at the pool. The issue seems to be with a private swim team swimming during open lap hours. Concerns were directed to the City of Sierra Vista, but they offered no resolution.

Problems were noted, however, with the hours for the gymnasiums and child care centers on post.

### **Prices**

Respondents noted that since the pools had been taken over by the City of Sierra Vista, civilians and family members now had to pay to use the pools. Active duty members still got in free, but they felt the family members should also get in free. Another participant addressed the partnership with the City of Sierra Vista... "They probably have been very, very successful in partnering with the community and reducing costs. At the same time the soldier and his family have suffered."

The prices at the golf course generated the most discussion. The majority of respondents felt the prices were too high. "The prices are too high for the area and the conditions...they could lower their membership fees for active duty." Also, it seemed that participants were confused as to where exactly the \$1 maintenance fee they are charged at the golf course goes. "After a few months they bought one used piece of equipment and from that point on we haven't seen what they're using it for."

Overall, respondents felt the prices charged for ODR activities were fine. Further, participants felt the prices for paintball were very reasonable.

There was also much discussion about the youth sports program and the prices families pay now that it is off post. The majority of participants felt they were too high.

### **Comparisons to Other Installations**

When asked how the Fort Huachuca ODR program compared to other installations respondents had been to, here are the responses:

"Overall? On a scale of 1-10, probably a 5."

"It's ok, it just doesn't have the personnel or the budget that a lot of the bigger posts have. Part is due to the size, part to the fact that the majority of the installation isn't here for a long time, so those of us who are here for an extended period of time don't have as much impact as those who are here for a short period of time."

"Some of the programs here are excellent, but on a whole I'd say average."

“When I was stationed at Fort Monmouth, you paid your own way, but MWR always sponsored trips to Yankee stadium, to Shea Stadium, down to Madison Square Garden, to Philadelphia to see the Eagles play, the Army vs. Navy game...we’ve got professional hockey, baseball, and basketball teams all in Phoenix, and I’ve been here 5 years and I have yet to see these kinds of things initiated at Fort Huachuca.”

“I just spent 10 years at Fort Bragg, compared to that, it’s great.”  
(speaking of quality of life in general)

“I would say poor.”

“It’s pathetic.”

“I didn’t realize how good I had it.”

“I’m out of touch, but I’d say it’s worse than it used to be.”

“I came from Italy and every weekend we were doing something. Whether it was hiking, diving, skiing...”

“If I was to look at it as a whole, I’d rate it low. On a scale of 1-10, I’d give it a 4. I look at customer service, maintenance of equipment, etc. Sometimes, it’s just a big hassle to get some things done.”

“It sucks. I was at Fort Gordon and saw their golf course...and Fort Jackson’s course.”

“Everywhere I’ve been they had better facilities, better management and better access.”

## **Outdoor Recreation Recommendations**

### **Program Interest**

Participants were asked which, if any, new programs would be of interest if offered at the Outdoor Recreation Center, and the following resulted.

- A music center – place where there would be instruments available for people to play, and a place to practice.
- A place to store private golf carts at the golf course.

- An astronomy club..."There's no place else in the country where you can go outside and look at stars like we can. They do it downtown and maybe that's why we don't have an astronomy club, or star gazers club or whatever you want to call it. But for a minimal initial set up fee, that would keep a heck of a lot of soldiers out of trouble in the nighttime. All it takes is to go out there one time with a good telescope and look at the moon, where you can draw a picture of the canyons in the moon."
- "Not only that club, but any club. MWR could have a hiking club, a backpacking club, a spelunking club...there are caves around here. But there are all kinds of things (they could do for) the AIT soldiers that are here for a short time."
- "A biking club would be another thing that would be good here. It takes someone to promote it and facilitate it. When you do that, people get involved with it."
- "Virtually every day, one to two vans a day, drive past the Sportsman's Center to go up that road to Garden Canyon and look at birds. MWR is authorized to collect money from them. They haven't done that. They haven't done anything to offer things like birding books, hiking maps, etc. They could make some money on that. They could sell an extra set of binoculars, an extra soda to these people. All they have to do is put up a sign that says, stop here – mandatory."
- Offering various youth programs such as hiking, golf, shooting.
- Sky diving – "anything that's dangerous would have interest."
- "It would be nice if MWR would support pistol shooting skills for the soldier. That's what we need. The facilities for that are poor."
- "There are 3 large groups of populations for Fort Huachuca. We cannot afford to manage MWR and think that we're one big happy family because there are some limitations and they cannot socialize. I'll say 3 because I will say the permanent party is one group. The officers are another. And then you have the AIT soldiers. If you want my AIT soldiers to be involved in these programs, don't put the offices way out there. They live here. Get yourselves one of those cubicles at the gas station and have something over there where they can sign up for some trips and then you'll have them by the dozen."
- An archery range.

## Most Important Change

Participants were asked to identify the most important change that could be made to encourage their patronage, and the following resulted:

- “Advertise.”
- “Advertising and competitive/smart pricing.”
- “Customer service attitude. It’s gotten better at the golf course. But for a time they scared people away. I would imagine it’s better now, but it’s not like ‘Hey, welcome...we’re glad to see you!’”
- “Some of the bars off post offer a ‘you drink, we’ll drive’ policy. They’ll drive you home.”
- “Customer orientation (customer service being improved)”
- “When a soldier comes to post, someone has to tell them what’s available. I didn’t know half this stuff you guys brought up.”
- “Happier employees.”
- “I think a good interactive program that IDs the programs that are available, in the whole community, maybe all the way up to Tucson, maybe even beyond for some professional events in Phoenix. To ID those to the right audience...there’s the retiree audience, children, teenagers, the whole thing, and equip them properly...promote it and facilitate people getting to it. Something interactive, where MWR is involved with the commanders, all the way down to the BOSS program, formally, to ensure the community knows what’s available, find out where the interest is, promote and facilitate the use of it.”
- “Maybe we should bring in the city parks and rec to show MWR some ideas of things we could do. That would improve quality of life and MWR could make something off of it, too.”
- “MWR needs to become the Chamber of Commerce for the post. If they do that, the MWR has a yearly calendar like everybody else. Then you hand it out to every inprocessing soldier...the different things that come out each month...the newspaper does a good job putting info out there, it’s just not timely.”
- “Bring the youth sports program back on post. Put money into the program. Get some grant money. I could probably get OTC out there on a weekend, washing cars to raise money or go down and ask for money from sponsors to help these activities on post.”
- “I think the key for this place would be to have an enthusiastic person that could put together a team to do outdoor activities, and bring under his wing the youth sports, the gyms and pools and do a really good management. Nothing is managed. If we had someone who was big into outdoor activities, in this place, the director, then maybe he could farm out those jobs. Maybe he could get a SCUBA instructor...charge a low price and give him all his dives for free.”
- “There are 10 issues that all come up to this...We need a competent, capable team, management up there, with some intestinal fortitude, who could stand up to the City of Sierra Vista, whatever it takes.”

- “There’s one other issue involved and that is it’s Army policy to force these guys to partner with the community to reduce the costs to the installation. It’s not working. That needs to be changed at Army level to give these guys some freedom. And to also loosen up the restraints on spending APF money on quality of life for soldiers.”
- “There needs to be a committee that does what we did here today. It needs to be done on a monthly basis, with the committee, committed to looking and soliciting from soldiers. You asked for a lot of people for these groups. There aren’t a lot of people here. I bet you didn’t get all that you asked for. People are just tired and frustrated about complaining and it never goes anywhere. If you start complaining and see results, people would be more apt to participate and volunteer.”
- “More money.”
- “Before you can do that you have to have a change in attitude. To me, this is a cesspool of mediocrity. I’ve never seen such mediocrity as I’ve seen here.”
- “Let the managers manage. “
- “I think a lot of these people need to have their jobs changed for a while. They’ve been in a position too long. They haven’t had a new idea for 6 years. That’s not a put down. They just need a new perspective.”
- “Charge the bird watchers. Have a bird watching license. I pay for a hunter’s license.”
- “My major grief is with the command attitude that will not support the soldier on this installation. The real attitude that I see in the military is take away, take away, budget, budget. Nobody really is looking after the military community and that includes the retired folks that are still using the facilities.”

### Closing Comments

Overall, the image of the Outdoor Recreation program at Fort Huachuca is a positive one. Granted, there are some improvements to be made, but the key is keeping in touch with your current customers and identifying potential customers and their needs. Listen to what they are telling you. These participants recommended meeting (as we did in the focus groups) monthly to identify needs and program successes and failures. Whether that is possible or not, is up to the installation and MWR leadership. What is important is that the information these participants provided **be used** to improve the existing program and impact new initiatives. It’s vital that they don’t feel they wasted their time. Much of our discussions involved MWR facilities other than those belonging to the Outdoor Recreation program. But the MWR program as a whole is important. All of these facilities and the participants’ interaction with them impact their perceived quality of life. All of the ideas presented in this report will benefit the overall MWR program. Keep up the good work and use the data presented in this report to help guide you in future endeavors.

## Appendix A

## **Discussion Guide, Outdoor Recreation January 2001**

- I. Introduction:  
Introduce myself – CFSC Marketing Research Specialist – I'll be leading discussion.  
Joe Pettoni, CFSC Outdoor Recreation Program Manager, will be observing  
Purpose – to talk to you about your current use of the Outdoor Recreation Center and interest  
Informal - need to interact. All opinions are of equal value.  
Reason for tape recorder (to refer back to for report). Please speak one at a time.  
Limited group – please speak your minds as you're representing others.  
Be completely honest – positive and negative comments are both useful.
- II. Introductions – around the room. I'd like to know a little bit about each of you:  
First name  
How long you've been at the installation  
Live on/off post  
If off, how far you live from the installation

OK, now we're not going to go around the room anymore, just feel free to jump in whenever you have something to say. We'd like to hear from everyone.

- III. Leisure Time  
A. How do you prefer to spend your leisure time? On or off post?  
(dining out, entertainment, recreation, hobbies, travel)
- IV. How do you feel about the quality of life at (installation)?  
Top of mind – overall opinion of the installation  
  
A. General quality of community activities  
A place to socialize  
A place for hobbies/skill development  
A place for recreation  
  
B. What could be done to improve the quality of life at (installation) ?
- V. The Outdoor Recreation Program  
A. Opinion of the Outdoor Recreation Center in general (image)  
How would you describe it to someone who has never been there?  
  
B. Things you like/dislike about the Outdoor Recreation Program  
  
C. Level of agreement with the following statements:  
- People like to go to the Outdoor Recreation Center  
- The Outdoor Recreation Program offers a lot to its patrons  
- The Outdoor Recreation Program is an important part of life at (installation)  
  
D. User/Non-User and why for both



- E. USERS ONLY – Usage/frequency of use of the Outdoor Recreation Program
- how often do you use
  - what activities do you currently participate in  
Ask them to list them first, then....

How about:

\* Equipment Check Out/Rental

- List

\* High Adventure Activities

- Sky Diving
- Snow Skiing
- Snowboarding
- Paintball
- Skeet/Trap Shooting

\* Marinas/Lakes

- Water Skiing
- Scuba Diving
- Windsurfing
- Canoeing/Kayaking
- Rafting
- Sailing

\* Pools

\* Travel Camps, Campgrounds

- Hunting
- Hiking
- Snow Shoeing
- Fishing
- Camping

\* RV Storage

\* Stables

\* Others??

F. USERS ONLY – Impression of the facility/atmosphere\

G. USERS ONLY – Quality/Variety of programming/offerings

H. USERS ONLY – Quality/Variety of equipment

I. USERS ONLY – Quality of staff

J. Hours of operation – open when I need it

K. Prices

- L. Programming – what would you like to see that isn't currently offered?
    - Ice Skating
    - Ice Hockey (youth and adult)
    - Ice Fishing
    - State national park tours
    - Anything you ever wanted to learn how to do?
    - Others??
  - M. How do you find out what's going on in the Outdoor Recreation Program?  
Do you feel like you're well informed about activities/programs there?
  - N. How does it compare to other installations' Outdoor Recreation programs?
  - O. What is the most important change they could make to encourage your patronage?
  - P. Is there anything else they could do to encourage your patronage?
- VI. Summarization – we will be conducting focus groups at several different installations with users and non-users and using the results to make programming decisions at the Army level.
- VII. Thank participants and give incentive.